



Integrated Country Strategy

NAMIBIA

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1. Chief of Mission Priorities

For the past 30 years, Namibia has been a stable, democratic country and a model of U.S.-Africa partnership. It has built strong institutions, an independent judiciary, and ranks first in Africa for press freedom. Namibia's government and citizens share many of the United States' priorities, including increasing free trade and investment to grow an inclusive economy, promoting human rights, and addressing the climate crisis. However, we cannot take Namibia's stable democracy for granted. Deep structural issues, such as historic inequity rooted in the former apartheid system, endemic corruption, high unemployment, and food insecurity threaten Namibia's prosperity. Namibia's shifting political landscape and urgent need to address potentially destabilizing inequality and corruption underscore the importance of seizing opportunities to achieve shared goals in a sustainable way that increases equity and stability.

Mission Namibia has three overarching lines of engagement targeted to address these needs, advance U.S. interests, and strengthen our bilateral relationship. Underlying Mission Namibia's goals and objectives is a focus on diversity, equity, inclusion, and accessibility (DEIA). DEIA is a cross-cutting objective critical to Mission effectiveness and surmounting the systemic problems affecting Namibia's political, economic, and social landscape. Bolstering Namibia's resilience and promoting sustainable and inclusive development will buttress the country against the natural and manmade challenges it faces now and in the future. We cannot achieve our goals without modeling partnership and living out our shared values.

Empowering an Inclusive, Rules-Based Democracy:

We will support Namibia as it builds on its tradition of good governance for the benefit of the country and its people. Namibia's abundant natural resources are, like our own, vulnerable to exploitation by transnational criminal organizations, foreign powers, corruption, and insufficient social and legal protections. Namibia's deep-sea port could facilitate tremendous economic opportunities for Namibia, the region, and beyond, but is vulnerable to illegal trade. Namibia's wildlife conservation approach, which ensures local communities directly benefit from the preservation of Namibia's diverse ecosystem, is cited globally as a model but is

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struggling from the devastating effects of COVID-19 on the tourism income needed to sustain it. And a spate of recent high-profile corruption scandals underscores that anti-corruption messaging and assistance are a priority for fortifying Namibia's democracy.

Through advocacy and partnerships, we will encourage Namibia to fully implement laws and policies that protect human rights and combat corruption. Our assistance will equip and empower Namibia to minimize opportunities for corruption and natural resource trafficking and ensure that Namibia's ambitions to become a regional transport hub via the Walvis Bay Port include strong safeguards against transnational crime. We will build the skills and amplify the voices of local champions in the media and civil society who are leading the charge to demand accountability and stronger human rights protections.

Catalyzing a Resilient, Sustainable Economy:

Namibia has the world's second highest level of income inequality and a youth unemployment rate conservatively estimated at over 50 percent. We must broaden our engagement and catalyze both public and private sector partnerships to enable Namibia to harness the economic opportunity from its natural resources and strengthen its ability to adapt to the inevitable shocks posed by climate change. To help address economic disparity and historic injustice by growing the proverbial pie and creating employment opportunities, we will seek to attract more U.S. companies to do business with Namibia. Namibia's ambitions to be a regional logistics hub, a renewable energy hub, and a global green hydrogen leader also provide opportunities for increased U.S.-Namibia partnership. Assisting Namibia with clean energy development could unleash a major economic boon as well as a leap towards net zero economic goals. Targeting sustainable, transparent infrastructure and clean energy development, including critical mineral supply chains, would also advance economic security and climate change goals.

The U.S.-Namibia commercial relationship is growing, with several recent successes. Fostering increased regional and global trade and investment through mechanisms like the African Growth and Opportunity Act (AGOA), Prosper Africa, Power Africa, and the Build Back Better World (B3W) initiative are critical components of our efforts to accelerate broad-based economic development in Namibia. By facilitating business relationships, offering targeted

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technical assistance, and advocating for a pro-business and pro-innovation policy environment, we will expand opportunities for U.S. and Namibian businesses, support resilience, and accelerate equitable, inclusive, and accessible development. Seizing opportunities for logistics and security partnerships will allow us to advance our priorities as Namibia grows in strategic importance as a regional logistics hub and anchor for activity in the south Atlantic.

Cultivating Equitable Access to Services to Help Unleash Namibia's Human Resources:

Because of the commitment of the President's Emergency Plan for AIDS Relief (PEPFAR) team and our Namibian partners, our PEPFAR investment has saved thousands of lives from HIV – and now COVID-19 – and been a force multiplier for our bilateral relationship, winning over many officials who harbored suspicions about the United States. Namibia is a global leader in epidemic control; it is time to evolve the program to strengthen the systems for sustainable health systems beyond PEPFAR assistance. The next chapter in our partnership with Namibia must ensure a resilient, well-equipped, civically engaged population – especially among

Namibia's youth. We will use our diplomatic and development resources to help build sustainable education systems that empower current and future generations to partner with us to respond to global threats and opportunities and to adapt to longer-term economic, social, and environmental challenges. Our public outreach, with its focus on youth from underserved communities, will reinforce human capacity gains and continue to build people-to-people connections and mutual understanding between the United States and Namibia. Construction of a modern and efficient New Embassy Campus (NEC) that co-locates agencies while conserving water, energy, and taxpayer resources will strengthen Mission efficiencies, our ability to serve the growing number of American citizens visiting or resident in Namibia, and our capacity to meet increasing visa demand by Namibians wishing to travel to the United States.

2. Mission Strategic Framework

Mission Goal 1: Namibia protects and advances democratic gains as an inclusive, rules-based democracy.

- **Mission Objective 1.1:** Namibia's political leadership promotes national confidence in democracy by upholding human rights, accountability, environmental stewardship, and a rules-based international system.
- **Mission Objective 1.2:** Namibia increases international security cooperation and decreases illegal trade in and through Namibian ports and borders.
- **Mission Objective 1.3:** Civic and government institutions reduce corruption through increased fiscal transparency, investigations, and accountability.

Mission Goal 2: A diversified, inclusive, resilient economy creates new opportunities for bilateral trade and fosters investment and innovation to contribute to U.S. job creation.

- **Mission Objective 2.1:** Namibia maximizes the economic potential of its natural resources for sustainable, broad-based growth and prosperity.
- **Mission Objective 2.2:** Namibia and the United States expand mutually advantageous business, trade, and investment relationships to diversify the economy and provide economic opportunity to underserved communities and trade opportunities for U.S. businesses.
- **Mission Objective 2.3:** Namibia's clean energy sector contributes to the country's economic growth and advances global climate goals.

Mission Goal 3: Namibia provides sustainable and equitable access to health, education, and other services, reducing inequalities and advancing health and economic stability.

- **Mission Objective 3.1:** Namibia evolves to a sustainable health system that is capable of both achieving and maintaining HIV/TB epidemic control and contributes to global health security.
- **Mission Objective 3.2:** The Namibian education system provides education opportunities to all students to prepare them for market-driven employment needs.

Management Objective 1: The Mission completes an on-time transition and integration into the New Embassy Compound (NEC).

Management Objective 2: Increase understanding of and advocacy for DEIA principles reduces perceptions and instances of inequality among Mission employees.

3. Mission Goals and Objectives

Mission Goal 1 | Namibia protects and advances democratic gains as an inclusive, rules-based democracy.

Description | To promote American values and foreign policy goals, we will support Namibia as it builds on its tradition of good governance for the benefit of the country and its people. Namibia is a stable and relatively well-run democracy with a proud record of respect for human rights and free and fair elections since independence from South Africa in 1990. It has a democratically elected parliament, an independent judiciary, free media, and a military that is fully subordinate to civilian leadership. However, Namibia's democracy faces erosion by corruption, widespread poverty, food insecurity, and massive inequality. Polling data indicates diminishing confidence in democracy and increased perception of corruption in Namibia. Recent elections established a newly competitive political landscape; newly emerging political actors will have a greater role in this goal of protecting and advancing democratic gains.

Objective 1.1 | Namibia's political leadership strengthens national confidence in democracy by upholding human rights, accountability, environmental stewardship, and a rules-based international system.

- **Justification** | Since independence in 1990, Namibia has maintained internal peace and stability and is recognized in Africa and beyond for that achievement. The country has a history of democratic elections and peaceful transfer of power at all levels, including the presidency. To help strengthen Namibia's democracy and protect America's security at home and abroad, we will work with Namibia to strengthen human rights protections, build on its strong model on community-managed conservation and encourage Namibia to take up roles of leadership in multilateral fora to promote democracy.
- **Linkages** | As cited in the Joint Strategic Plan and the Interim National Security Strategic Guidance, the goal of this democracy and governance objective is to "further American values and foreign policy goals," "promote a favorable distribution of power

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to deter and prevent adversaries,” “counter instability ... by strengthening citizen-responsive governance, security, democracy, human rights, and rule of law,” and “advance U.S. economic security by ... combating corruption and promoting market-oriented economic and governance reforms.” In line with Bureau Goal Objective 3.1, this objective seeks to “promote and protect fundamental human rights for all people...by improving equality and inclusion to advance human rights, bolster civil society capacity, and support independent and professional media”, as well as “protect and promote democratic values and leadership [and] increase participation of women, youth, LGBTQI+ persons, and other marginalized groups in democratic processes” (Bureau Objective 3.3).

- **Risks** | USG funding and technical assistance proposals not approved; economic hardship linked in part to COVID-19 prompts decisions that undermine previous achievements in conservation; political leadership does not implement plans and policies to advance human rights, combat corruption, and reduce poverty.

Objective 1.2 | Namibia increases international security cooperation and decreases illegal trade in and through Namibian ports and borders.

- **Justification** | Increasing security cooperation and reducing illegal trade lie at the heart of security efforts for Mission Namibia. In just one example, the port of Walvis Bay has recently seen a major expansion of its ability to intercept and interdict the flow of illicit material by virtue of the establishment of the INL- supported UN Office of Drug and Crime’s (UNODC) Container Control Program (CCP). This program has assisted with the establishment of a task force comprised of Namibian Police (NAMPOL) Investigators, representatives of the Namibian Revenue Authority (NAMRA), and Namibian Customs officials. The program serves as a model for bringing together expertise from across the Namibian government under the mentorship of experts from the UN. Expanding on and enhancing the practices put in place by the CCP in other facets of security cooperation will be a key focus of mission security assistance efforts. Our security cooperation efforts will include expanded training, public-private liaison, and coordinating with experts in various capacities to improve methodologies, technology, and ability of

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Namibian security forces to stop illicit trade.

- **Linkages** | This objective links to the Joint Regional Strategy (JRS) Sub Objective 1.1.2 - “Develop, reinforce, or promote effective data collection systems, analytics, relevant training, and dissemination mechanisms to track and share relevant information across military and law enforcement agencies through engagement, training, or programming, with a particular focus in GFA countries.” All three sub objectives tie directly to strengthening partnerships. Through an expanded training mandate, a focus on already established practices at Walvis Bay, and exploring options for mil-mil and mil-civilian partnerships Post will better meet mission and regional goals as they relate to regional security and stability. This objective also links to JRS Sub Objective 1.2.1 - “Support the development of bilateral information-sharing agreements between partners and with the United States to enhance African governments’ response to transnational security threats and promote better regional coordination of defense and civilian security sector actors through engagement, training, or programming.” Sub objectives 2.2.1 and 2.2.2 seek to broaden our ability to deliver targeted training and partnerships where they are needed. With a greater focus on material and topics needed at the ground level by our Namibian partners Post can improve partners’ ability to interdict illicit trade flows. It also ties in with AF JRS Bureau Objective 1.3 to “support institution building in the security sector by addressing the immediate causes of conflict through engagement, training, or programming”.
- **Risks** | Not achieving this objective would risk a potential reduction in revenue and utilization at ports of entry, as well as continued and increasing illicit trade flows and maritime activity. Continued or increased illicit trade and IUU fishing would erode rule of law, deprive Namibia of vital revenue from its resources, and further threaten endangered species and tourism that depends on it.

Objective 1.3 | Civic and government institutions reduce corruption through increased fiscal transparency, investigations, and accountability.

- **Justification |** Namibia was rocked in 2019 by major government corruption scandals. Justice system delays as well as ongoing corruption allegations have affected citizens' faith in the judicial system and the rule of law. Experts say Namibia is at a tipping point with corruption and must take definitive action now or risk cultivating a culture in which the public no longer trusts democratic institutions to provide protection and justice for the public. Corruption in Namibia could undermine every one of our ICS objectives. U.S. Government programs will empower, equip, and advocate in support of Namibia's fight against corruption – developing institutional capacity in the public and private sectors, strengthening the administration of justice, and fostering a culture that holds zero tolerance for corruption.
- **Linkages |** This objective links to the Joint Regional Strategy (JRS) goals to “underpin global stability” and “counter instability, transnational crime, and violence that threatens U.S. interests,” and advance “U.S. economic security by ensuring energy security, combating corruption, and promoting market-oriented economic and governance reforms.” It also furthers Joint Strategic Plan (JSP) Strategic Objective 3.3 in which the USG seeks to develop “strategic partnerships with the private sector and civil-society organizations to mobilize support and resources and shape foreign public opinion”. In addition, this objective supports the AF Joint Regional Strategy (AF JRS) Bureau Objective 3.1 to “promote accountable, transparent, and democratic governance”.
- **Risks |** Namibia's slow judicial process contributes to the public sense that the GRN is not taking meaningful action on corruption cases. Without appropriate administration of justice and accountability, Namibia risks being a greater victim of corrupt activities.

Mission Goal 2 | A diversified, inclusive, resilient economy creates new opportunities for bilateral trade and fosters investment and innovation to contribute to U.S. job creation.

Description | To renew America's competitive advantage for sustained economic growth and job creation, we will build wealth through trade by developing strong economic ties that pull both economies forward in mutually beneficial ways. The ongoing economic downturn has ratcheted up pressure on the government to achieve results in reducing unemployment and income inequality while diminishing the resources to do so. Pursuing enabling diplomatic agreements, offering targeted provision of economic policy expertise, and facilitating business relationships will expand opportunities for U.S. businesses and reinforce bilateral trade benefits as well as support diversification and efforts to build an inclusive, resilient economy. We will promote development of a Namibian middle class interested in U.S. products through outreach on entrepreneurship, SMEs, and public-private partnerships, and will advocate for a policy environment that is pro-business and pro-innovation. We will focus on the following industries where the United States is competitive: professional and business services, health, infrastructure, agriculture, information technology, mining-related U.S. exports, and renewable energy.

Objective 2.1 | Namibia maximizes the economic potential of its natural resources for sustainable, broad-based growth and prosperity.

- **Justification |** Namibia has vast natural resources from world class mineral riches such as diamonds, uranium, newly discovered offshore oil and gas finds, and rare earths to high value timber and endangered wildlife species. Namibia's mining industry is largely undeveloped and needs international investment. Namibia's sparseness of arable land and ill-defined property rights have translated into disagreements within and between communities and officials, and human-wildlife conflict. Drought and COVID-19 have also pushed more Namibians into poverty and created more tension over how and for whom natural resources create prosperity. While poaching numbers have generally decreased in recent years, a recent uptick in

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rhino poaching signals that the problem persists and requires continued, robust collaboration between the government and communities to control. These efforts will positively affect Namibia's resilience against both natural and economic factors. As Namibia seeks to realize its potential as a regional transport and logistics hub following the 2019 expansion of Walvis Bay Port, Namibia will benefit from invest more attention on protection its flora and fauna from exploitation.

- **Linkages** | "Our economic diplomacy and development assistance are key tools in projecting... leadership to enhance security and prosperity at home" and "American prosperity will also advance when we maintain and deepen relationships... and expand trade and investment opportunities in the global marketplace," as the Joint Strategic Plan states. This objective also incorporates JRS Bureau Objective 2.3 which seeks to "engage with regional economic communities, national governments to promote regional integration and reduce barriers to trade and investment flows across the continent."
- **Risks** | Weak prosecution capability does not deter poachers and those trafficking wildlife and/or timber. This endangers the gains from U.S. investments in environmental programs over the past 20 years, and also emboldens transnational criminal organizations. Namibia has nearly one thousand miles of coastline and shares borders with South Africa, Angola, Botswana, and Zambia, making Namibia susceptible to illicit activity due to minimal enforcement ability at the borders or at seaports. Without appropriate administration of justice, Namibia risks being a greater victim of transnational criminal activity. Economic hardship, exacerbated by COVID, may also tempt citizens and decision makers to put short-term gain over longer-term prosperity.

Objective 2.2 | Namibia and the United States expand mutually advantageous business, trade, and investment relationships to diversify the economy, provide economic opportunity to underserved communities, and increase trade opportunities for U.S. businesses.

- **Justification** | Namibia is a small economy but there is room for growth, diversification, and greater inclusion. Namibia has the world's second highest level of income inequality and a youth unemployment rate conservatively estimated at over 50 percent. We must broaden our engagement and catalyze both public and private sector partnerships to enable Namibia to harness the economic opportunity and build an inclusive, resilient economy. The U.S.-Namibia commercial relationship is growing. Building on recent successes and fostering increased regional and global trade and investment through mechanisms like the African Growth and Opportunity Act (AGOA), Prosper Africa, Power Africa, and the multilateral initiatives like the Partnership for Global Infrastructure and Investment (PGII) and the Minerals Security Partnership (MSP) are critical components of our efforts to accelerate inclusive, broad-based economic development in Namibia. By facilitating business relationships, offering targeted technical assistance, and advocating for a pro-business and pro-innovation policy environment, we will expand opportunities for U.S. and Namibian businesses, support resilience, and accelerate equitable, inclusive, and accessible development.
- **Linkages** | A diversified, inclusive, resilient economy creates new opportunities for bilateral trade and “fosters investment and innovation to contribute to U.S. job creation” (Interim National Security Strategic Guidance). “We will ensure our international economic policies reinforce our domestic policies to support workers, small businesses, and infrastructure” (INSSG). In line with the Joint Strategic Plan, we will “promote American prosperity by advancing bilateral relationships and leveraging international institutions and agreements to open markets, secure commercial opportunities, and foster innovation.” AF JRS Bureau Goal 2 is to “increase mutually beneficial economic growth, trade, and investment”, and this objective specifically supports Objective 2.1 in which we “encourage improvements to business enabling environments and enhanced trade and investment between the United States and Africa.”

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- **Risks** | While Namibia returned to economic growth in 2021 (2.7 percent), 2022 (3.5 percent), and is GDP growth is expected to continue, high rates of un- and under-employment, and lack of access to economic opportunities (inequality) will contribute to social unrest and threaten Namibia's stability.

Objective 2.3 | Namibia's clean energy sector contributes to the country's economic growth and advances global climate goals.

- **Justification** | Namibia is susceptible to higher-than-average risk in sub-Saharan Africa of cyclical drought and food insecurity because of the lack of freshwater resources, largely non-arable land, and increasingly unpredictable rainfall. Its economy is also heavily tied to that of South Africa, from which it also obtains the bulk of its energy supplies. Moreover, the sparseness of arable land and ill-defined property rights have translated into disagreements within and between communities and officials, and in some cases human-wildlife conflict. USG programs will help Namibia increase its self-sufficiency in clean energy and responsible natural resource management in water and biodiversity. These efforts will positively affect Namibia's resilience against both natural and economic factors.
- **Linkages** | U.S. leadership enhances energy security and prosperity and also creates "enduring advantages at home by opening markets abroad" (Interim National Security Strategic Guidance) while also buttressing development and deployment of clean energy technologies which are "essential to slowing climate change (INSSG) and that "establish export opportunities for American businesses... and support innovative approaches to climate resilience" (Joint Strategic Plan). Furthering AF JRS Bureau Objective 4.2, this objective supports "[accelerating] equitable, inclusive, and accessible actions to address the climate crisis, build the capacity to adapt, and foster resilience to climate-related environmental challenges."
- **Risks** | Without sustainable energy and water infrastructure, Namibia risks energy and water shortages due to external factors.

Mission Goal 3 | Namibia provides sustainable and equitable access to health, education, and other services, reducing inequalities and advancing health and economic stability.

Description | Our continued support of investment in the healthcare sector in Namibia through assistance programs like PEPFAR and global health security funding will further disseminate American values, enhance global capabilities for ongoing and potential future epidemic and pandemic control, and build good faith among the Namibian people to grow the bilateral relationship. Strengthened GRN institutions assume and operate with increased autonomy maintaining high level of service delivery. Increasingly capable and independent health and education sectors will create a more resilient and equal population to bolster the economy, paving the way for further cooperation to the mutual benefit of the U.S. and Namibia.

Objective 3.1 | Namibia evolves to a sustainable health system that is capable of both achieving and maintaining HIV/TB epidemic control and contributes to global health security.

- **Justification** | Namibia has a generalized HIV epidemic with 12.6 percent of the adult population living with HIV. PEPFAR works jointly with the Government of the Republic of Namibia (GRN) to plan, implement, and monitor U.S.-Namibian co- investments to achieve HIV and TB epidemic control as outlined in the UNAIDS 90-90-90 targets (and SDG#3: Good Health and Well-Being) and to foster a robust response. The Namibian government continues to demonstrate strong political will for the HIV response covering more than 64 percent of all HIV related expenses. While current GRN efforts to combat HIV/AIDS have been fruitful, PEPFAR investments continue to be essential to help Namibia maintain epidemic control going forward, and also continue to build a health system resilient to additional stressors. A sustainable, integrated system can serve as a model for other countries in the region and beyond.
- **Linkages** | Objective 3.1 is linked directly with the State Department's PEPFAR Strategy:

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Vision 2025, will support the Government of Namibia to achieve sustained epidemic control of HIV and enduring health systems by 2025. Additionally, this objective links to the INSSG by “embodying the U.S. values through global development.” Finally, it also links to the Joint Strategic Plan by driving inclusive and sustainable development, opening new markets, and supporting U.S. prosperity and security objectives and helping prevent global outbreaks before they reach U.S. borders, as part of the Global Health Security Agenda. This further “build[s] Africa’s resilience to meet post-pandemic Challenges [by strengthening] African health systems and [mobilizing] global actors to prevent, detect, and respond to current and future health security threats” in line with AF JSR Bureau Goal 4 and Objective 4.1.

- **Risks |** Despite the success of the HIV/TB program and the decreasing incidence and prevalence of HIV; the rate of HIV and TB infections is still high. Without ongoing support and investment, Namibia will be unlikely to reach and sustain epidemic control.

Objective 3.2 | The Namibian education system provides education opportunities to all students to prepare them for market-driven employment needs.

- **Justification |** The U.S. government’s foreign assistance for basic, secondary, and higher education has led to significant achievements in learning outcomes. Evidence abounds that investment in human capital through education creates a foundation for sustainable development and prosperity. In spite of Namibia’s middle-income status, its education sector faces critical challenges that, if left unattended, will threaten the country’s future. Namibia’s overall spending on education remains relatively high and above international targets, averaging 9.4 percent of GDP in 2020; however, pre-primary education gets a disproportionately small share (approximately 3 percent) of the education budget. Nurturing the Namibian child’s social, emotional, cognitive, and physical abilities creates a foundation for the country’s economic growth and political stability. According to the United Nations, Namibian school administrators face various challenges that impede the provision of quality services to students such as inappropriate policy development, teacher attitudes due to poor incentives, lack of teacher training, inadequate support, and resources. Data indicates that 28 percent of

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upper secondary school age adolescent girls are not in school. The U.S. Mission's support for early childhood development services, expansion of small business training for adolescent girls, and strengthening capacity of school administrators will leverage socio-economic returns that will enhance the outcomes under the other ICS objectives.

- **Linkages** | The Interim National Security Strategic Guidance states that, "we will work to ensure high-quality and equitable education and opportunities for children and youth." The Joint Strategic Plan Objective 3.5 calls for "inclusive and equitable health, education, and livelihood services, especially for women, youth, and marginalized groups," explaining that, "Quality education from pre-primary to higher education...support greater economic growth, better health outcomes, sustained democratic governance, and more peaceful and resilient societies globally." The Joint Regional Strategy for the Africa bureau affirms in its Executive Statement that, "Investments in health and education are critical ... Despite gains in access to education, Sub-Saharan Africa is the worst-performing region globally for primary school enrollment, completion, and literacy. Our work will support our partner countries in strengthening their capacity to deliver quality learning opportunities for children and youth." Strengthening the Education sector supports AF JSR Bureau Goal 4 to "promote inclusive development," most specifically Objective 4.4 to "build the skills of Africa's current and next generation to adapt to longer-term economic, social, and environmental change."
- **Risks** | A lack of early childhood development (ECD) may result in a lack of access to education and under-performance in primary school. Low educational attainment for adolescent girls and young women in Namibia may result in increased gender and economic inequality through female unemployment, and girls will continue to be disproportionately affected by HIV/AIDS, gender-based violence, and persistent early teen pregnancy. COVID-19 is also a major health risk in Namibia and has a negative impact on the education sector, especially disrupted learning when schools closed due to lockdown and when in person training activities are delayed or modified to a virtual format.

4. Management Objectives

Management Objective 1: The Mission completes an on-time transition and integration into the New Embassy Compound (NEC).

- **Justification** | Mission Namibia's operations have outgrown existing facilities which do not meet current safety and security standards. Moreover, operating from separate locations hampers collaboration between different sections and agencies. Transitioning to the NEC will enable USG agencies to consolidate their presence on a modern and secure compound that meets current standards.
- **Linkages** | Moving to the NEC is linked to the Department of State and USAID Joint Strategic Plan's objective to secure U.S. foreign affairs activities by providing safe, secure, functional, and sustainable facilities that comply with stringent security, protective, health, safety, and environmental requirements while ensuring a level of openness and accessibility that enables diplomatic priorities. The NEC will create a platform for the delivery of superior Consular services by providing increased capacity to facilitate legitimate travel and the more efficient adjudication of passport and visa applications, in line with Consular Bureau Strategy Goal 2. It is also linked to OBO's Functional Bureau Strategy goal of enhancing the security, safety, and functionality of facilities for overseas personnel, as well as the Interim National Security Strategic Guidance goal of enhancing interagency cooperation to further national security objectives. Moving to the NEC also eases risk considerations cited in Management Objective 1 of the AF JRS, to "provide the administrative support via the ICASS platform that the Department, USAID, and other agencies require to meet programmatic objectives." Bringing all agencies to one campus will help address the "dramatic toll on posts in Africa" that the isolation of the pandemic has taken and foster greater interagency collaboration to achieve Mission goals.
- **Risks** | Completion of sub-objectives and activities could be delayed if supply chain disruptions lead to delays in receiving material and equipment. To mitigate these risks,

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the Mission will work to complete activities (e.g., ordering of equipment and finalizing contracting activities) well in advance of normal timelines to provide sufficient margin for delay.

Management Objective 2: Increase understanding of and advocacy for DEIA principles reduces perceptions and instances of inequality among Mission employees.

- **Justification** | Advancing diversity, equity, inclusion, and accessibility is a priority for Embassy Windhoek and is crucial to achieving our goals partnering with Namibia to strengthen democracy. Mission employees have indicated to Mission leadership and the DEIA Council that some employees have experienced and continue to perceive tribalism and racism in the Embassy workplace. A growing body of evidence demonstrates that diverse, equitable, inclusive, and accessible workplaces yield higher-performing organizations, and Mission Namibia will benefit from prioritizing these principles. Similarly, our internal progress in these areas should and will lead to advancement of DEIA principles in our external work in Namibia.
- **Linkages** | This Management Objective responds directly to Executive Order 13985 (“Advancing Racial Equity and Support for Underserved Communities Through the Federal Government”) by advancing equity across the Federal Government to provide everyone with the opportunity to reach their full potential. This Objective also links directly to the INSSG which calls for combating “systemic racism [by] addressing structures, policies, and practices that contribute to [its effects],” and ensuring “we take advantage of the full diversity of talents required to address today’s complex challenges.” The AF JRS highlights this same management objective as cross-cutting and cites our “unique opportunity to champion the values of DEIA while reenergizing and adapting our workforce, IT infrastructure, and commitment to safety to meet the needs of the 21st century.”
- **Risks** | If this Objective is not implemented, U.S. Embassy Windhoek risks perpetuating systemic inequities within our Mission community that run contrary to our Mission’s

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and Administration's values. Mission morale and productivity will decline if internal inequities go unaddressed. U.S. Embassy Windhoek becomes a less attractive employer locally and employee retention will drop. Also, the Mission will be less effective at advancing DEIA – and thereby strengthening democracy – in our work in Namibia.